

Build a Better Team



...a better way to manage

the
happy
manager

Published by Apex Leadership Ltd.

HOW TO BE A BETTER MANAGER

Build a Better Team

What's in this guide:

Page

3	<u>About the "How to be a Better Manager..."</u>
4	<u>How Do You Build a Team?</u>
5	<u>Building STAR Teams</u>
8	<u>When is a Group of People a Team?</u>
9	<u>Team Stages</u>
10	<u>Creating a Team</u>
11	<u>Creating a New Team</u>
13	<u>Taking-over an Existing Team</u>
14	<u>Setting Goals</u>
16	<u>Developing a Team</u>
19	<u>Performing and Achieving Team Results</u>
20	<u>Sustaining Performance</u>
21	<u>Beyond the Team – All's Well that Ends Well!</u>
23	<u>Summary Checklist for Build a Better Team</u>
25	<u>Tool 1: Setting Direction and Sharing Your Vision</u>
27	<u>Tool 2: Team Goals/Objectives</u>
28	<u>Tool 3: Aligning Team Goals</u>
29	<u>Tool 4: Setting SMART Goals</u>
31	<u>Tool 5: Defining Teamwork</u>
32	<u>Tool 6: Benefits of Teamwork</u>
33	<u>Tool 7: Checklist for Leading a Team Activity</u>
34	<u>Tool 8: Achieving Synergy</u>
35	<u>Tool 9: Team Performance Assessment</u>

How to be a Better Manager...

Build a Better Team is one of a series of practical, thought-provoking guides, designed to help you deal with a wide range of management ideas, activities and situations. Whether you are a new manager, or one who wants to hone or develop existing skills, we're sure you'll find something valuable in any of these guides.

This series of e-guides is published by Apex Leadership Ltd. The guides have been developed by a team of professional managers, consultants and educators. The full range of titles is available from [Apex Leadership Ltd](#), or from [the Happy Manager.com](#). Use these guides to benefit from our wealth of management expertise. Let us help you find: **a better way to manage...**"

Phil Higson & Anthony Sturgess
Directors, Apex Leadership Ltd

Using the guides

Each guide contains information, insight and inspiration on essential management topics. The best way to use the guides is to read through each section in turn, ensuring you pause for reflection wherever you see the "Consider..." points. Be sure to answer any questions posed, wherever they appear - they are there for a reason!

A green rectangular button with a slight 3D effect and a drop shadow, containing the text "Consider ...".

Consider ...

A red rectangular button with a slight 3D effect and a drop shadow, containing the text "Tools ...".

Tools ...

After you've worked through the guide, read the summary checklist. This both summarizes the contents of guide, and gives you actions to take to ensure you use it! Finally, work through the tools. These have been designed to help you use and develop the advice given in the guide. Both the tools and the summary checklist are simple to use as handy references at the end of the guide, or as convenient memory aids to carry with you.

[Return to contents page](#)

How do you Build a Better Team?

In the rapidly changing dynamics of today's business environment, flexibility and responsiveness are critical: effective teams can make all the difference. Teams may not be the answer to every organizational problem, but they could be to most.

Many managers recognize that their organizations often don't fully benefit from the value of teamwork. The potential and benefits of team-working are simply not realized. How can you overcome this? How can you build a better team and get the most from it?

Teams don't just happen, they need to be built. This is done by leading teams through a series of development stages. Each stage will require a different focus from the leader.

Better teams are built by adapting a structured process to your specific situation. This process will enable you to develop your team from beginning to end. It will help you achieve team goals by developing the individual strengths of each team member, whilst aligning these through teamwork skills.

This guide is designed to help you to build better teams - firstly, by starting well. Whether you're starting a new team or taking over an existing team (a far more frequent situation), get the basics right and you'll have a head-start on building a cohesive team.

Next, the guide will show you how to take a group of individuals, with a range of strengths, and make them into a team. Developing a group of individuals into a team is certainly one of the more demanding team stages, but it's not enough. You need the team to perform and to deliver. Performance requires individuals to excel in what they do for the team. So to build better teams, you'll need to find ways to help your team to perform consistently, and to sustain that performance.

Consider ...

.... the team leader's role is like the conductor of an orchestra.

Each individual musician may be able to play an instrument but, unless their efforts are aligned and co-ordinated when they play together, the outcome will be noise not music.

It's teamwork and leadership that turns a cacophony into a symphony!

Building STAR teams

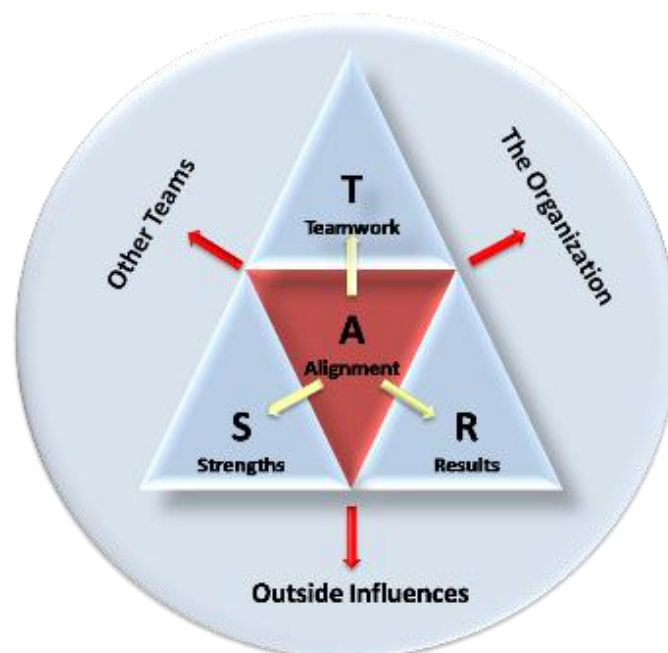
Building an effective team means understanding the answers to some key questions. For example:

- How do teams develop?
- What should be the team leader's focus, as the team develops?
- What do teams need, especially to help them cope with internal dynamics and issues, and with external contexts and circumstances?

Good team leadership means bringing the right people together and managing them effectively. It's about:

- Creating conditions that allow these people to use their strengths, encourage their ideas to flourish, and their performance to flow.
- Understanding that teams themselves evolve and change.
- Balancing and aligning the strengths of individual team-members with team goals.
- Achieving challenging and meaningful team goals.
- Building good relationships and connections between people in the team and beyond.

This guide combines our original STAR team model with our version of a team stage development approach. The guide will help you answer the questions above and **build a better team**.



The STAR Team Model

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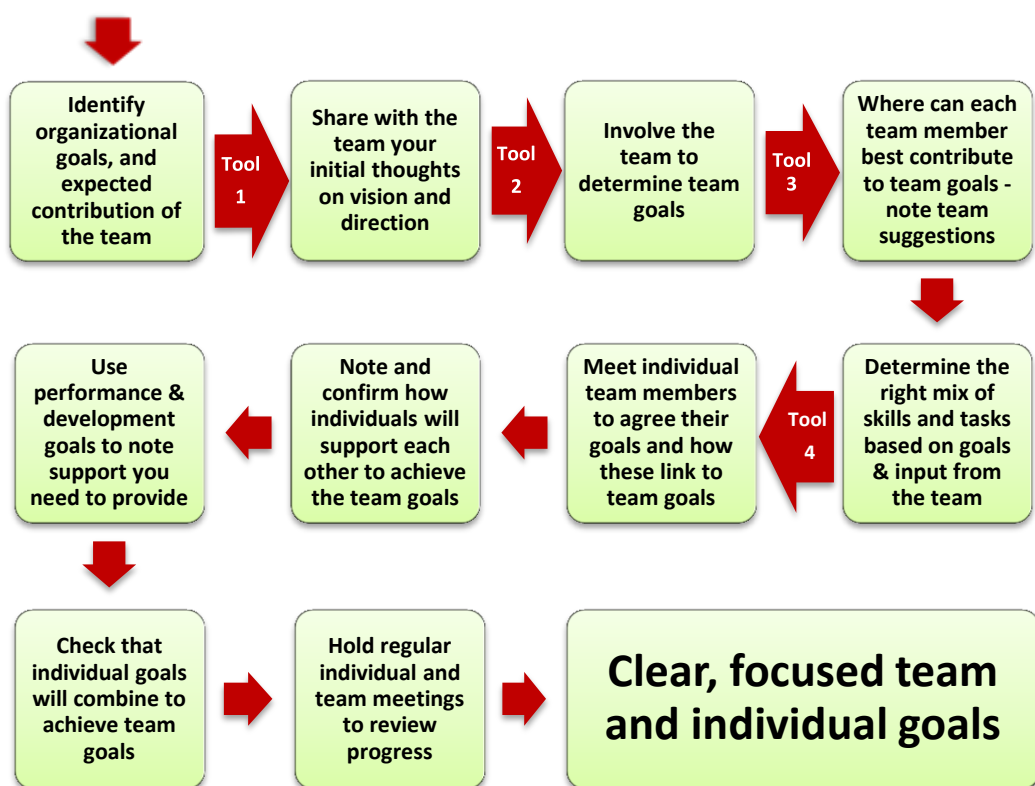
Setting Goals

After using Tools 1 and 2 you will have formed some initial ideas on:

- the existing team situation.
- team strengths and weaknesses.
- your general goals and those of the team.

The Team Goal Development diagram summarizes a process for linking team and individual goals. Read it through then use the tools referred to for specific guidance.

Team Goal Development Process Diagram



Before you can start work on developing the team, you'll need to be more specific about how the team goals will be achieved.

Use tool 3 to link team goals to the team members who might best contribute. This tool enables individuals to suggest where they feel they can contribute best to achieving team goals. Remember to value individual differences and encourage team members to take on the roles they are best suited to.

Tool 3

When working through tool 3 you will begin to clarify the different strengths of your team members. The important thing is to get the mix right, by focusing on complementary skills within your team.

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Tool 3: Aligning Team Goals

Use this tool to clarify how individual goals fit with team goals. It's useful to help you gain a shared view on how best to achieve team goals.

1. Write down your team goals in the space provided.
2. Make notes about who you think might contribute to the goal, or who might be able to deliver it on their own.
3. Repeat this process but this time with input from your team.

Team Goal	Who could contribute/deliver

Now use the SMART Goals tool to link team goals to individual goals.

[Return to chapter](#)

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Updates

For more information on the content of this e-guide, and other related topics, visit: www.the-happy-manager.com

Join the community: subscribe to the Happy Manager Newsletter for regular updates and advice on better ways to manage.

Join the conversation: bookmark the Happy Manager blog.

(www.the-happy-manager/blog) Leave any comments, suggestions or examples of your own experiences for the benefit of other readers.

Titles available:

How to be a Happy Manager
Have a Good Workday
How to Build a Happy Workplace
Workstyle, Lifestyle

Build a Better Team
Team Building Exercises
Team Health Check
The Problems with Teams
Why is Teamwork Important?

Leadership Essentials
Defining Leadership
Leading with Style and Focus
Leading Insights

Transformational Change
Sustaining Change
Making Change Personal

It's All About Performance
15 Performance Management Tips
Managing Performance and Potential
Performance Management Skills
Performance Management Toolkit
Conducting a Performance Review
Manage Your Own Performance
Motivating Performance

Managing for Strength to Strength
Managers Make the Difference
Re-defining Middle Management
Do More with Less
Managing Time and Priority
Extreme Thinking: Unlocking Creativity
SMART Goals, SHARP Goals
Making Better Decisions
What's the Problem?

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